MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2021/2022

BAC2694 – MANAGEMENT CONSULTANCY

(All Sections/Groups)

10 AUGUST 2022
9.00 a.m – 12.00 p.m
(3 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **THREE** pages (excluding cover page) with **FOUR** questions only.

2. Answer **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.

3. Write your answers in the Answer Booklet provided.

Question 1

Riki Media is a global media company that has recently acquired several subsidiaries as part of it's strategic expansion plan. However, the merger and acquisition path has now faced an issue where duplication of systems and disparate business processes created multiple inefficiencies by obscuring visibility into the business pipeline, preventing collaboration on strategic customer priorities and adding to sales operations overhead costs.

Riki appointed your consulting firm clean up the complexity and consolidate its multiple unique versions of customer relationship management system (CRM) into a single, unified system. Your firm decided on the following approaches

i) Set up a team from various Riki organization to identify the issues that are driving these inefficiencies and create a roadmap and target state process that overcome these issues. This team are then tasked with developing a global standardized sales and marketing process.
ii) Design and implement the consolidation of a CRM system
iii) Create training content and provide training for nearly 2,000 end users

Required:

Prepare a project charter detailing the following:

a) Client's requirement (6 marks)
b) Approach (6 marks)
c) Key deliverables (6 marks)
d) Milestones (3 marks)
e) Key personnel's functions (4 marks)

(Total: 25 marks)

Question 2

The Selangor Woodlands Commission (SWC) is a government department. It is responsible for all state owned forests in Selangor.

SWC's mission and activities
SWC's mission is to 'manage, protect and expand the public woodlands in Selangor and to increase their value to society and the environment'. It is authorised to carry out woodland management, nature conservation and the provision of facilities for public recreation.

Continued....

Your firm was engaged to develop a performance management dashboard for SWC. After discussing it with your boss, it was decided that the following approach would be taken:

- **Woodlands Management team:**
    - maintenance of existing trees and removal of deadwood
    - felling of trees and extraction of timber
    - planting of new trees
    - identification and management of threats to woodland (eg, fire, pests, disease, impact of wildlife, soil erosion)

- **Wildlife protection team:**
    - to protect and maintain habitats for wildlife and to manage wildlife populations
    - to provide the general public with widespread access to the natural woodland environment and to prevent injury to both wildlife and visitors
- **Tourism Team:**
    - promote the woodlands as a location for sports and leisure activities.
    - Manage holiday village near the lake for sustainable tourism
    - Plan activities to increase visitors as well as increasing revenue

The findings and recommendations from all the teams will be combined in a single report and presented to the clients. They were given ONE month to complete the project.

Required:

Prepare the following:

a) Work breakdown structure (10 marks)

b) Gantt Chart (15 marks)

(Total: 25 marks)

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Question 3

Siri FM is interested in a digital transformation and talent upskilling that your consulting firm proposed. In your proposal you promised that you could quickly integrate data, people, systems and reporting. Furthermore, your approach uses a concept known as "citizen-led automation" which would help with talent acquisition and employee morale. The value proposition of your proposal is that you have the knowledge and expertise of the various software available on the market and can propose the right match to your client's needs. However, the real value is that you can then train and motivate the staff to quickly adapt to use the systems for the best performance such as targeted data visualisation, reduced processing time, improved decision making and more accurate reporting.

Siri FM is intrigued by your promises and asks that the billing be based on performance rather than cost.

Required:

Explain to Siri how the fee for such a consulting project be structured by breaking down the various services that could be offered and outcomes that could be expected.

(25 marks)

Question 4

Your firm specializes in restaurant development consultancy where you provide marketing plans, restaurant designs as well as technology business services such as point of sales system, inventory management, accounting, customer relationship management and marketing data analytics. A client has approached you to upgrade his restaurant specialising in desserts and drinks. He has never hired a consulting firm before and is confused on what to expect. He invited you to understand further about hiring your firm. You decided to send your new senior manager to this meeting

Required:

Explain to your manager

a) How to introduce your firm (3 marks)
b) What kind of services and resources you could provide (9 marks)
c) What kind of commitments that both your firm and the client need to make (9 marks)
d) How to deal with third parties (4 marks)

(Total: 25 marks)

End of Paper.